Housing Policy Committee

Co-Chairs

Annette Sanderson	Executive Director, Housing Authority, City of Hartford
David Rich	Executive Director, Supportive Housing Works
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Joan Carty	President and CEO, Housing Development Fund (HDF)
Karen Dubois-Walton	Executive Director, Housing Authority, New Haven
Kiley Gosselin	Deputy Executive Director, Partnership for Strong Communities
Michael Klemens	Land Use Planner, Chairman, Salisbury Planning & Zoning Commission
Michael Lech	CEO and Founder, READCO, LLC
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Richard Cho	CEO, CT Coalition to End Homelessness
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Robert Wienner	President, Trout Brook Realty Advisors, West Hartford Housing Authority,
Seila Mosquera	President and Chief Executive Officer, NeighborWorks New Horizons
Tim Hodges	Vice President, CRA Investment, People's United Bank, Board Member, CT Housing Finance Authority
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Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Housing
Co-Chairs: Annette Sanderson and David Rich

1. How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?
The Housing Committee envisions a new paradigm of private investment that attracts private capital into Connecticut's communities. CT's economic resurgence requires a 21st century, transit-oriented infrastructure underpinned by a broad spectrum of housing choices for a diverse workforce that can meet the needs of employers and communities. Aligning housing policy with communities' needs through multi-sector coordination, innovative and strategic resource deployment, and a continued commitment to end homelessness, these recommendations will **build the housing we need** while **protecting residents' physical and financial security.** The recommendations that follow are predicated upon the new administration's commitment to maintain current levels of support and to adopt a strategic approach for attracting federal resources and all forms of private capital investment.

	Recommendation	Action Item	Strategy	Timeframe
1	Encourage public-private-partnerships (P3) to drive inclusive & equitable economic development.	Appoint a senior-level Executive staff member to lead an interagency economic development-driven housing initiative	Form a Housing Cabinet, comprised of expert practitioners across the housing, financial and service sectors (P3) to drive innovation and strategically significant development (EG: TOD, mixed-use, revitalization) while streamlining state processes, and promoting housing's critical role in CT's economy.	Immediate and ongoing: Recommended for immediate action as cross-cutting initiative
2	Innovate to expand housing resources, incentivize & assist towns & developers & leverage private markets	Identify and deploy non-traditional, multi-sector, multi-agency, P3 resources to drive inclusive development	Reimagine housing resources beyond just dollars to include publicly owned land, density incentives, private sector investment, TIFs, existing stock, technical expertise, & financing tools to maximize inclusive economic growth and to promote fair housing policy.	Immediate and long-term
3	End all forms of home-lessness by 2023 by maintaining/coordinating cross-agency resources	Commitment to end homelessness and preservation of all homeless resources.	Gubernatorial commitment to end all homelessness by the end of the first term including (a) maintain all core funding, (b) end family & youth homelessness by end of 2020, and (c) finish ending chronic homelessness.	Immediate and long-term
4	Improve Public Housing Authority (PHA) capacity, build efficiencies, share resources, and achieve regional priorities	Consolidate PHA resources to increase impact	Encourage PHAs to adopt innovative, regional approaches, including (a) share common services (RE development, voucher admin., IT, compliance, HR, finance); (b) increase scale by expanding jurisdictions in coordination with surrounding communities; (c) build internal development capacity; (d) integrate with CAN and expand voucher use into higher opportunity areas	Short term: Increase capacity of PHAs. Prioritize areas for shared services and technical assistance. Longer term: Expand jurisdiction for PHAs
5	Create data system to inform strategic investments in housing	Create interactive database on housing stock,need,opportunity	Collect, coordinate, analyze & utilize existing data on housing stock, needs, and opportunities to inform housing investment strategy, prioritization & compliance.	Immediate and ongoing

2. Which goals are achievable in the first 100 days of the Administration?   **1, 2, 3, 4**

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?

Goal	Legislation Required	Executive Action	Fiscal Impact
1	no	yes	Multi-sector P3 partnerships for TOD will strategically align and deploy state assets and unlock millions of private investment dollars to drive inclusive economic growth.

2	yes	yes	An investment in incentives such as offering public land assets, prioritizing grants, providing infrastructure grants & technical assistance for towns developing denser, more affordable housing, utilizing TIF's, etc. could unlock/attract millions in private development to support inclusive, economic growth.
3	yes (for some)	yes	Research shows ending homelessness results in significant cost offsets to public resources (health care, criminal justice, emergency services) and therefore results in lower burden on state and municipal services. Supportive housing for people with complex health needs results in reductions in Medicaid, hospital, and criminal justice expenditures.
4	yes	yes	Nominal funds are required for convening PHAs (assessment, meetings). Cost savings, leveraging federal funds and maximizing limited resources are achieved through shared services and regionalization.
5	yes	yes	A budget allocation will be required to design and build a data system. Long term cost savings will be realized through data driven investment decisions that target identified needs/gaps

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest addressing those?

	Recommendation	Challenges
1	Strategic, multi-sector, cross-agency, P3 for TOD growth	Interagency and public/private collaboration will demand a change of culture, and requires aggressive leadership from the Governor's office, so appointing Executive-level position is critical to success.
2	Innovate to expand / leverage housing resources	Because CT faces fiscal challenge, capital incentives rather than the General Fund is the preferred way to finance investment tools, but their ability to attract private investment is fundamental for CT's future.
3	End all Homelessness	Ending homelessness in CT requires some new resources, but all efforts will be made to continue CT's progress to increase efficiency of existing resources and could make further gains with additional resources. Moreover, if well-executed and using interagency alignment, these new resource investments can reduce costs and maintain CT's national leadership in ending homelessness.
4	Improve PHA capacity, efficiency & regional impact	Regional approach for PHAs may trigger 'parochial' pushback and requires strategic leadership; commencing with shared services while assessing PHA needs and opportunities will limit resistance.
5	Create data system to inform housing investment	CT's data management currently is poor and does not operate across agencies, making it inefficient and unable to support critical analysis, so an investment in an effective data system is essential.

5. How will implementation of policy in this area create jobs and spur economic growth?

	Recommendation	Jobs / Economic Growth
1	Strategic, multi-sector, cross agency P3 for TOD growth	Strategic and operational alignment across agencies with P3 to achieve maximum impact and economic effectiveness will move CT significantly towards economic competitiveness.
2	Innovate to expand / leverage housing resources	Housing creates and supports economic growth. Retention and attraction of companies depends upon creating more housing density and housing options that employees need and desire.
3	End all Homelessness	Ending homelessness has positive impacts on businesses and business districts and impacts economic growth. Supportive housing contributes to rising property values.
4	Improve PHA capacity, efficiency & regional impact	National studies estimate that development of every 100 affordable units generates 120 construction jobs and 30 long-term jobs. Quality affordable housing strengthens property values and attracts employers. http://plannersweb.com/2011/08/the-economic-fiscal-benefits-of-affordable-housing
5	Create housing data system	Smart growth informed by sound data will stimulate growth and jobs

6. Are there opportunities for cost savings for CT state government in the context of implementing this policy?

	Recommendation	Cost Savings
1	Strategic, multi-sector, cross agency P3 for TOD growth	Delegation of program execution and management to private and nonprofit sectors reduces administrative burden on state agencies; Streamlining processes and timelines and pooling staffing resources between agencies on shared applicants/projects reduces costs and increases efficiencies.
2	Innovate to expand / leverage housing resources	Small investment by state in contribution of public property, incentives for towns and developers can leverage millions in private financing, drive growth & reduce social/energy/medical/transport exp.
3	End all Homelessness	Results in public cost savings (healthcare, criminal justice, education, childcare, state and municipal)
4	Improve PHA capacity, efficiency & regional impact	Eliminating duplicative services frees up resources to invest in quality housing/services that strengthen communities and resident outcomes. Strategic alliances among PHAs improve their ability to access funds, place vouchers in private developments, and increase and revitalize housing portfolios.
5	Create data system to inform housing investment	"live" database of the existing housing stock will assist the state, developers, public housing authorities in making targeted and cost-effective investments across housing spectrum

7. What are examples of success from other states, countries, or the private sector in this policy area?

	Recommendation	Examples

1	Strategic multi-sector P3	NJ Transit Village, Fairfax VA, Fresno High Speed Rail Project, GAO report,
2	Innovate to leverage resources	Tax Incremental Financing (TIF), NY Acquisition Fund, Tech Assistance for Town planning
3	End all Homelessness	Ca-IACH, Mass-IACH, USICH, Oregon & Hawaii
4	Improve PHA capacity…	Montgomery County MD ,
5	Create Housing data system	NYC Core Data , NJ

8. Are there any other issues/considerations you would like to highlight with regard to this policy?
- Maintain CT Dep't of Housing's responsibility for executing housing policy / key role in Housing Cabinet
- Housing is essential to CT's economic growth so CT must preserve ***AND*** increase its housing stock
- CT must strategically and more aggressively pursue all funding opportunities for housing
- Ensure Fair Housing goals are reflected in all housing and housing development policy